

# FY 2020-2023 **STRATEGIC PLAN IN REVIEW**



CITY OF SAN ANTONIO  
**METROPOLITAN HEALTH DISTRICT**

# SAN ANTONIO/BEXAR COUNTY POPULATION SNAPSHOT

Between 2010 and 2017, Bexar County experienced a population growth of **13.6%**. In 2017, an estimated 1.96 million people lived in Bexar County. It is predicted that by 2040, more than a million people will move to San Antonio and call it home. The growth that San Antonio is experiencing is changing the landscape in housing and employment, and could widen our divide between rich and poor.

The population in Bexar County is relatively young, with a median age of 33.5 years. Our community is majority Hispanic (**60%**), followed by Non-Hispanic White (**29%**) and Non-Hispanic African Americans (**7.6%**). After English, the second most commonly spoken language is Spanish (**43%**).

In 2017, San Antonio ranked second for poverty, among the top 25 largest U.S. metro areas.<sup>1</sup> That year, 16% of the population in Bexar County lived in poverty, including 23% of children.<sup>2,3</sup> Median household income was **\$53,999**,<sup>4</sup> with a significant difference in income by race and ethnicity, see chart on page 3. In 2017, about 26% of the population that was 25 years or older in Bexar County had a high school diploma, and 17.5% had a bachelor's degree. Hispanic and Black/African American people who are 25 or older are more likely to have graduated from high school than Whites, yet are less likely to hold a bachelor's degree. These stark differences will not be overcome without a deliberate focus on equity and systemic racism. Metro Health's **Health Equity Program** will play an integral role in our approach to the strategic plan and focus areas over the next four years, with the goal of narrowing a 20-year gap in life expectancies across our community. Refer to the chart on page 4 for life expectancy statistics.



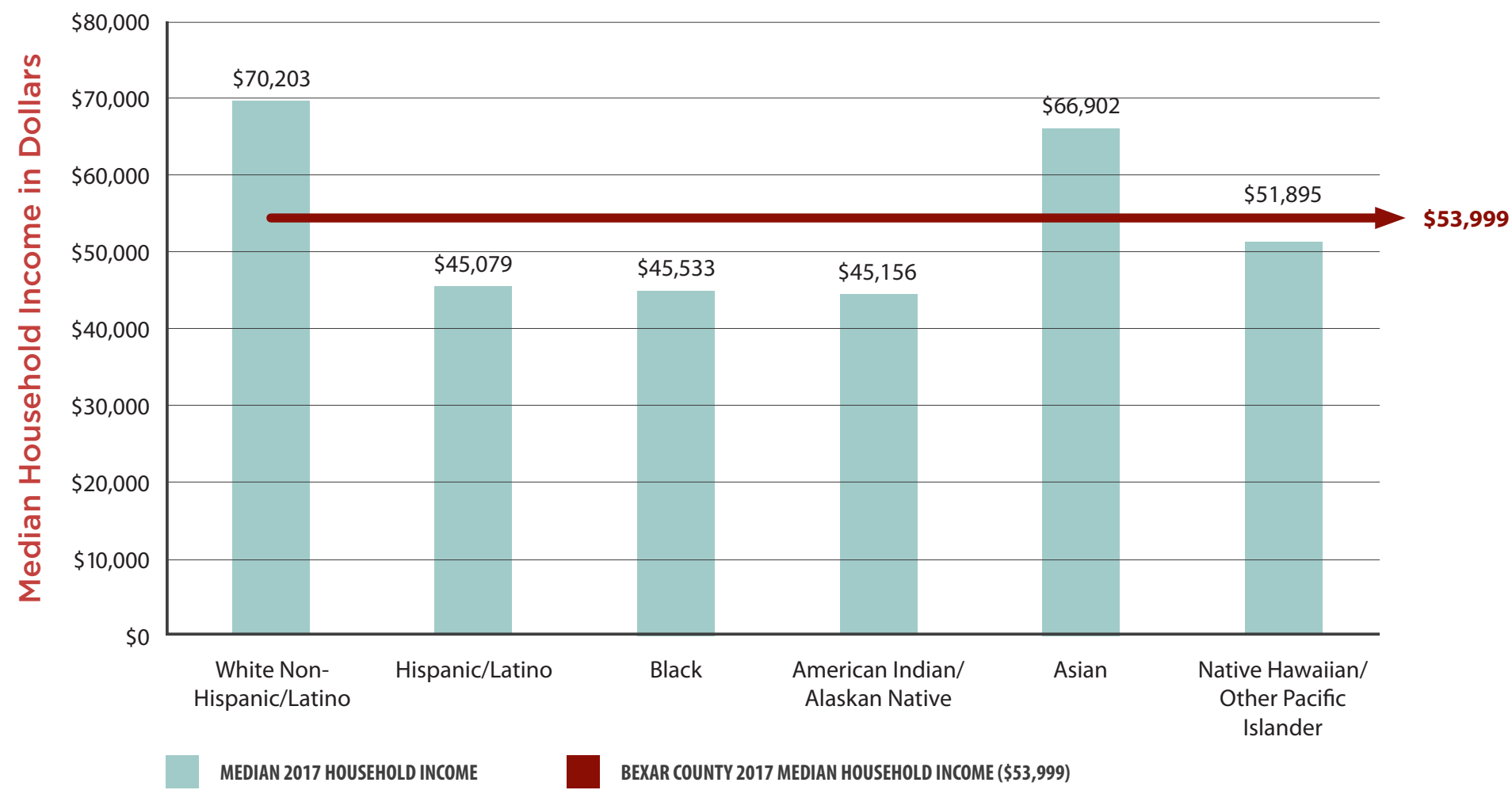
<sup>1</sup>U.S. Census Bureau. "Poverty in the United States: The 25 Most Populous Metro Areas." Poverty in the United States: The 25 Most Populous Metro Areas, 15 Jan. 2018, [www.census.gov/library/visualizations/2017/comm/poverty-dot.html](http://www.census.gov/library/visualizations/2017/comm/poverty-dot.html).

<sup>2</sup>U.S. Census Bureau; American Community Survey, 2013-2017 American Community Survey 5-Year Estimates

<sup>3</sup>A recent 2018 American Community Survey 1-Year Estimate showed a significant rise in poverty in San Antonio, from 17% to 20%; a more reliable 5-year estimate will follow in December 2019.

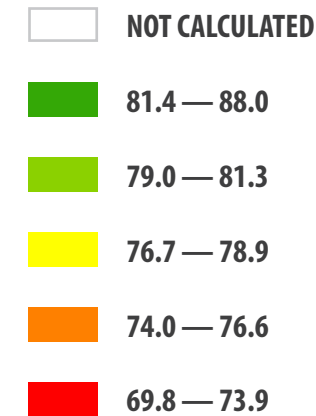
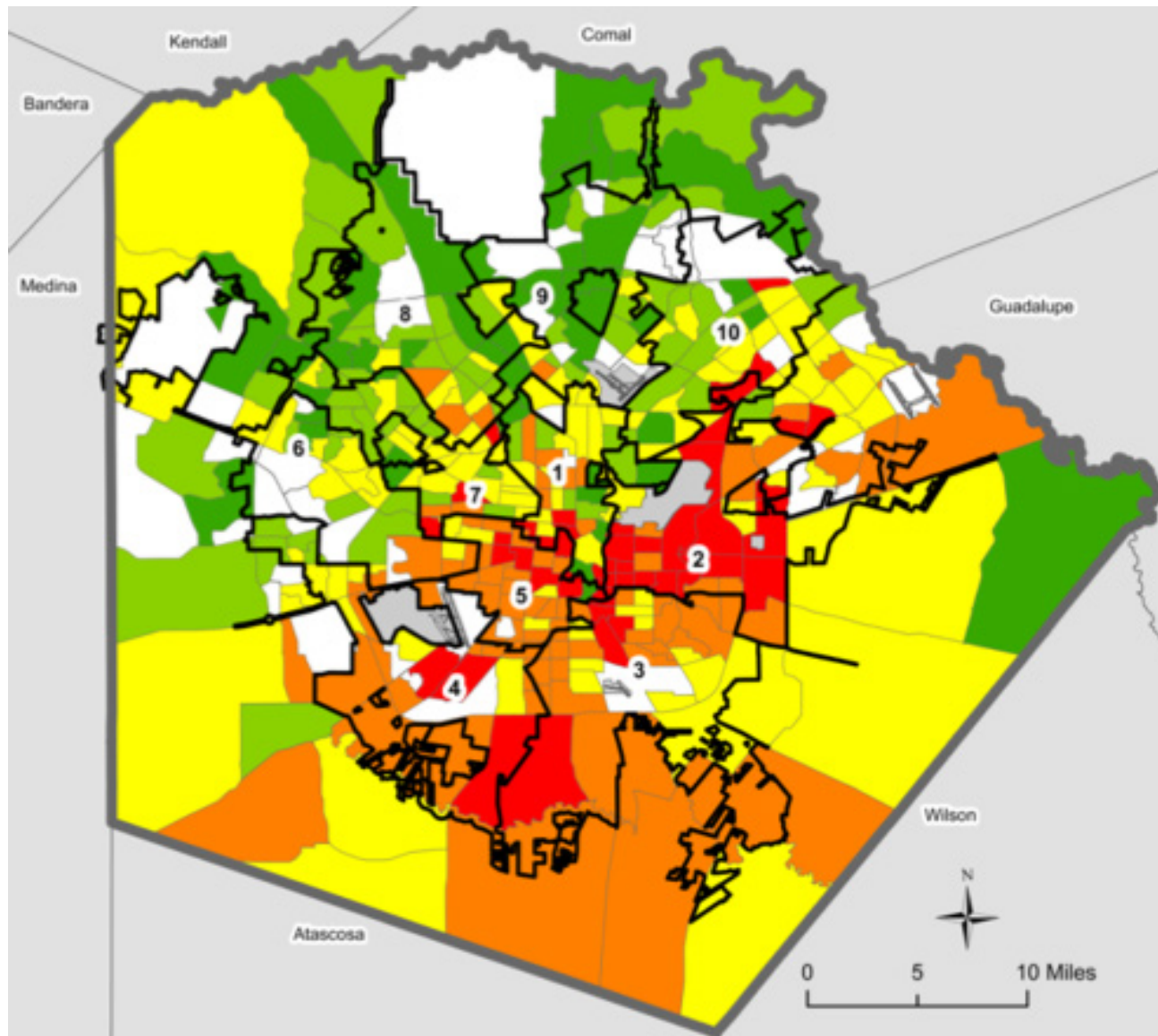
<sup>4</sup>U.S. Census Bureau; American Community Survey, 2013-2017 American Community Survey 5-Year Estimates

# 2017 MEDIAN HOUSEHOLD INCOME IN BEXAR COUNTY BY RACE



Data Source: ACS Survey, 2017; 5 year estimate in 2017 inflation adjusted dollars

## LIFE EXPECTANCY AT BIRTH BY CENSUS TRACT, DATA FROM 2010-2015

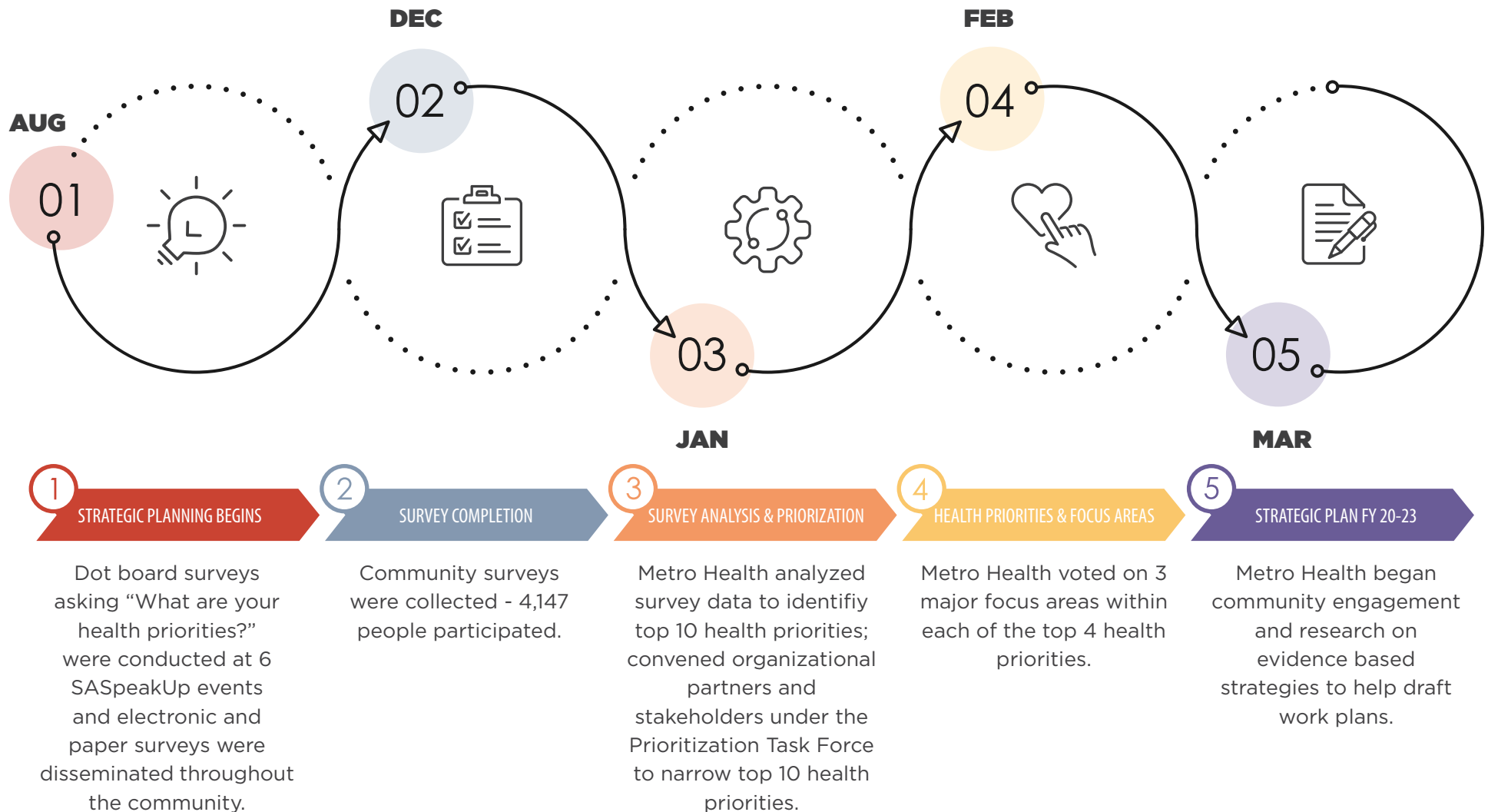


There is almost a **20 year difference** in life expectancy, comparing census tracts with the highest life expectancy (green) to those with the lowest (red).

Data Source: CDC. U.S. Small-area Life Expectancy Estimates Project

# OUR STRATEGIC PRIORITIES

The health priorities in this document were selected from a 2018 Priority Health Issues Assessment conducted by Metro Health to identify the most pressing health issues affecting our community. The assessment helped answer the question, “**What are your community’s health priorities?**” through the use of dot boards at SA SpeakUp events, electronic and paper surveys, and a prioritization task force. The process is shown below.





# OUR HEALTH PRIORITIES

The four health priorities that Metro Health will focus on through **Fiscal Year 2023** (Oct. 1, 2019-Sept. 30, 2023) are:



## Adverse Childhood Experiences (ACEs)

ACEs are traumatic events that disrupt a child's healthy development and alter the way the brain and body respond to stress. Traumatic experiences may include abuse, neglect, exposure to mental illness and substance abuse, and witnessing violence at home or in the community. These experiences can negatively affect a child's cognitive development, academic success, and physical, emotional, and behavioral health. For children who endure multiple ACEs without counteracting experiences to bolster their resilience, their risk of substance use disorder, heart disease, suicide, and other chronic health issues as adults goes up. Two approaches that address ACEs are Trauma Informed Care and Social Emotional Learning.



## Violence Prevention

Everyone has the right to live a healthy life without fear. However, the violence that exists in our community threatens that way of life. Violence perpetuates social problems such as crime and further violence.<sup>5</sup> Exposure to violence can lead to violence-related injuries and deaths, and is an ACE that raises the risk of smoking, substance abuse, mental illness, suicide, heart disease, diabetes, cancer, and HIV.



## Access to Care

With this Strategic Plan, Metro Health goes farther “upstream” in Access to Care than we have before. Promoting economic stability is not our traditional role. Yet poverty affects every aspect of health, from the foods we eat to the neighborhoods where we live. In San Antonio, immigrants contribute significantly to our economy and deserve information about how to access health resources. Finally, because low-cost mental health care is scarce, we will promote science-based programs to *prevent* depression and anxiety.



## Nutrition

A lack of access to healthy foods where we live, work, worship and play threatens our community's ability to live a healthier life. Creating a community that promotes and supports healthy food and beverage choices can lead to better eating habits and outcomes for chronic diseases such as diabetes, cancer, and heart disease. By increasing access to and cultural relevance of nutritious foods and nutrition resources, it is more likely that individuals will be empowered to make positive decisions about their health.

<sup>5</sup>“Violence Prevention.” World Health Organization, World Health Organization, 24 June 2019, [www.who.int/violence\\_injury\\_prevention/violence/en/](http://www.who.int/violence_injury_prevention/violence/en/).

# OUR FOCUS AREAS

## Focus Area #1: Increase Community Awareness about ACEs

Metro Health will work in association with University Health System to ensure the establishment of the Trauma Informed Care Institute. The Institute will provide training and technical assistance that will enable organizations and systems to become certified as Trauma Informed. The Trauma Informed Care Institute will develop a set of services and activities that align with the culture and demographics of San Antonio. Specifically, The Institute will provide:

- ▶ Community Awareness and Education: Education on Adverse Childhood Experiences (ACEs), trauma and its effects, resilience, and secondary traumatic stress.
- ▶ Training on Trauma Informed Care assessment and Evidence Based Programs: Targeted offerings for interested organizations on select trauma-informed practices and evidence-based approaches as well as a learning community to strengthen existing services.
- ▶ Organizational Readiness: Trauma Informed Care assessment, training, and technical assistance to support community agencies interested in completing the certification and recertification processes.
- ▶ The Trauma Informed Care Institute will establish a state-of-the-art database that will serve as a community resource for information on ACEs, trauma, Trauma Informed Care, and community vetted, evidence-based processes and practices.
- ▶ Action steps will be developed within the next year.

## Focus Area #2: Ensure Healthy Teen Relationships

- ▶ Metro Health will train educators across San Antonio to implement Too Good for Violence, a Social Emotional Learning education program for students K-12.

## Focus Area #3: Ensure Parent Support Systems and Prevent Child Abuse

- ▶ Metro Health will work with several community partners to implement all five levels of Triple P, a comprehensive, evidence-based parenting and family support system that strengthens parenting skills and includes a population approach to parenting support demonstrating a commitment to making meaningful changes in family resilience, family functioning and emotional and behavioral outcomes for children – across our entire community

## Focus Area #4: Prevent Domestic Violence

- ▶ Metro Health, in partnership with the City of San Antonio Department of Human Services, San Antonio Police Department, and the Domestic Violence Commission will implement a multimedia domestic violence prevention campaign.
- ▶ Metro Health will coordinate the development of a multisector data system that will facilitate the implementation of a data driven coordinated community response.

## Focus Area #5: Address Gun Violence

- ▶ Metro Health will implement a gun violence prevention program in coordination with a local hospital system to reduce gun related injuries through case management, community outreach, and violence interruption with victims of gun violence who are identified through the hospital system.

#### **Focus Area #6: Advance Economic Stability**

- ▶ Metro Health will make and track 4,000 referrals to the City of San Antonio's Financial Empowerment and VITA centers during tax season over the next four years.
- ▶ Metro Health will launch an Earned Income Tax Credit media campaign, to increase uptake by 5% a year.

#### **Focus Area #7: Increase Access to Immigrant Friendly Services**

- ▶ Metro Health will expand the CoSA Immigration Liaison's Resource Guide, translate it into Spanish, and distribute 10,000 copies through the Faith Based Initiative.
- ▶ Metro Health will decrease by 5% the percentage of surveyed immigrants who say they don't know what health resources are available.

#### **Focus Area #8: Promote Science-Based Programs to Prevent Depression**

- ▶ Metro Health will provide Reach Out, Stand Strong, Essentials for New Mothers (ROSE) to 70% of Healthy Start clients. ROSE has been proven to reduce postpartum depression by half.
- ▶ Metro Health and our community, in partnership with Stony Brook (NY) University, will pilot a computer-based depression prevention program to adolescents in community settings such as libraries and after-school events. This single-session intervention cuts depression symptoms by half at 9 months, and San Antonio will be the first Texas City to try this model.

#### **Focus Area #9: Expand Use of Community Nutrition Standards Across Different Sectors**

- ▶ Metro Health will partner with several City Departments to revitalize iPor Vida!, a program that promotes healthy food choices in food service establishments, to a tiered system to incentivize participation and onboard 10 new community partners per year.
- ▶ Metro Health will implement the Healthy Procurement policy at the City of San Antonio to encourage a healthy work environment by providing 20 trainings and technical assistance opportunities to employees.

#### **Focus Area #10: Increase Access to Affordable Healthy Food and Drinks**

- ▶ Metro Health will work with partner organizations to fully implement the Healthy Corner Stores project in 8 locations in Council District 3 with the goal of increasing access to fruit and vegetable consumption among residents.
- ▶ Metro Health will collect baseline data on local Farmer's Markets' use of government incentives to increase access to fruits and vegetables and work with local partners to determine local and or state level policy recommendations to improve the system.

#### **Focus Area #11: Improve Childhood Nutrition**





- ▶ Metro Health will complete a landscape assessment of the nutrition environment at 100 Early Childhood Centers and Afterschool Centers and assist 4 Early Childhood Centers or Afterschool Centers implement practices/policies that support healthy food & beverage options.
- ▶ Metro Health will expand Viva Health through the development of 8 new lessons, outreach materials, and/or train-the-trainers instruction based on community feedback.



# HOW OUR PRIORITIES FIT TOGETHER

This living strategic plan leads with ACEs awareness and violence prevention. ACEs include child abuse, neglect and household dysfunction. Violence includes intimate partner violence, child abuse and neglect, bullying, teen dating violence, youth violence and community violence. Not only are these forms of violence interconnected, but violence is both a contributor to, and result of, ACEs. Caring adults and trauma-informed institutions promote a community's resilience, which minimizes damage from these childhood stressors.

Our strategic priorities overlap in multiple ways, and share many of the same root causes. For example, immigrants often carry a history of trauma and are more vulnerable to domestic violence. With economic stability, people can buy more fresh produce, and community rates of violence and child abuse decrease. To support the first-year implementation of the strategic plan, the City of San Antonio committed **\$606,972** and **\$500,000** to ACEs/Trauma Informed Care and Domestic Violence Prevention, respectively. Over the coming years, Metro Health will seek additional resources to support the full implementation of all areas of this strategic plan.

STRATEGIC PLAN FY 2020 - 2023	HEALTH PRIORITIES			
FOCUS AREAS				
Increase Community Awareness	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensure Health Teen Relationships	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensure Parent Support Systems	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prevent Child Abuse	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prevent Domestic Violence	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Address Gun Violence	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic Stability	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Immigrant Friendly Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Prevent Depression and Anxiety	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Community Nutrition Standards	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Access to Affordable Health Food & Drinks	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Childhood Nutrition	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Community Engagement	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Key:



Adverse Childhood Experiences



Violence Prevention



Access to Care



Nutrition

# COMMUNITY ENGAGEMENT

True progress on the strategies presented here will require the help of the community and stakeholders. This is our first strategic plan in which we integrated ongoing engagement with community organizations and community members. Over the next four years, Metro Health will facilitate discussions on our priorities, action steps, progress and barriers with the help of organizations included in the diagram below, as well as other community stakeholders.



# TIMELINE FOR COMPLETION

HEALTH PRIORITIES	FOCUS AREAS	FY2020				FY2021				FY2022				FY2023			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	<b>INCREASE COMMUNITY AWARENESS OF ACES</b>																
	Starting on 10/1/2019 Metro Health will train 20 Consortium Member Organizations in ACEs/year																
	By 9/30/2020, UHS and Metro Health will have established the Trauma Informed Care Institute																
	Starting on 10/1/2020, the certifying entity will certify 8 organizations as Trauma Informed/year																
	<b>PREVENT DOMESTIC VIOLENCE/ENSURE HEALTHY TEEN RELATIONSHIPS/PREVENT CHILD ABUSE/ENSURE PARENT SUPPORT SYSTEMS</b>																
	Starting on 10/1/2019, Metro Health will train 20 educators in the <i>Too Good for Violence</i> curriculum/year																
	Starting on 10/1/2019, Metro Health will ensure 1000 middle school students have completed the <i>Too Good for Violence</i> curriculum/year																
	By 9/20/2023, Metro Health's Triple P Universal Level 1 Stay Positive Campaign will have achieved 10M impressions																
	Starting on 10/1/2019, Metro Health will train 5 organizations in at least 2 Triple P Positive Parenting Program Levels 2-5/year																
	Starting on 8/1/2020, Metro Health will provide Triple P programming to 2500 parents directly or through community partnerships/year																
	Starting on 10/1/2019, Metro Health and partner city agencies will implement a multimedia domestic violence prevention campaign/year																
	By 9/30/2020, Metro Health will have coordinated the development of a multisector data system																
	<b>ADDRESS GUN VIOLENCE</b>																
	Starting on 10/1/219, Metro Health will implement a violence prevention program with a hospital system to reduce gun related injuries																
	<b>ECONOMIC STABILITY</b>																
	Starting on 1/15/2020, Metro Health will refer 1,000 clients during tax season to Financial Empowerment Centers and VITA/year																
	Starting on 1/15/2021, Metro Health will implement an Earned Income Tax Credit campaign, to increase credits claimed by 5% each year																
	<b>IMMIGRANT FRIENDLY SERVICES</b>																
	Starting on 1/10/2019, MH and Immigration Liaison will decrease % of surveyed immigrants who say they don't know what resources are available/year																
	<b>PREVENT DEPRESSION AND ANXIETY</b>																
	Starting on 4/1/2020, 70% of Metro Health Healthy Start participants will complete the ROSE curriculum to prevent postpartum depression/year																
	Starting on 10/1/2021, Metro Health Healthy Start will train 6 community organizations/year in ROSE implementation																
	Starting on 10/1/2023, Metro Health will support 2 nonprofits in implementing an online intervention to prevent depression in adolescents																
	<b>COMMUNITY NUTRITION STANDARDS</b>																
	Starting on 10/1/2019, Metro Health will collaborate with other City Departments to revitalize iPor Vida! and engage 10 new partners/year																
	By 9/30/2020, Metro Health will have implemented the Healthy Procurement policy throughout all City Depts through 20 trainings and TA opportunities																
	Starting on 10/1/2020, Metro Health will aide 1 SA organization with practices or policies that encourage healthy food and beverage options/year																
	<b>ACCESS TO AFFORDABLE HEALTHY FOOD &amp; DRINKS</b>																
	By 9/30/2020, Metro Health will have partnered with organizations to implement the Healthy Corner Stores Project in 8 corner stores																
	By 9/30/2020, Metro Health will work with 3 produce vendors to identify barriers to use of government incentives at Farmers Markets																
	By 9/30/2023, Metro Health will have advocated for legislation to support nutrition incentives																
	<b>CHILDHOOD NUTRITION</b>																
	Starting on 10/1/2019, Metro Health will assist 1 Early Childhood or Afterschool Center to implement healthy food & beverage practices/policies/year																
	Starting on 10/1/2019, Metro Health will expand the Viva Health Program by 2 new educational pieces/year																
	<b>COMMUNITY ENGAGEMENT</b>																
	Starting on 10/1/2019, Metro Health will use the results of community stakeholder outreach to develop annual work plan for all focus areas/year																

KEY:



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